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Third District

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Fourth District

MICHAEL D. ANTONOVICH
Fifth District

May 15, 2007

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
500 West Temple Street
Los Angeles, CA 90012

Dear Supervisors:

**LOS ANGELES COUNTY ADMINISTRATIVE GOVERNANCE
(ALL AFFECTED) (3 VOTES)**

IT IS RECOMMENDED THAT YOUR BOARD:

1. Receive and file the *Los Angeles County Governance Transition Report* (Attachment I), which provides the structure of the County Chief Executive Office (CEO); the roles and responsibilities for the CEO, Board Deputies, and CEO appointed Department Heads; and procedural aspects of the CEO structure related to constituent requests, policy planning and development, budget development and management, Board Agenda development/management; and operations management.
2. Approve the accompanying Ordinance amending Title 2, Administration to reflect the change of the department name to "department of the chief executive officer" and to provide that all references to chief administrative officer be deemed references to chief executive officer (Attachment II).
3. Approve the accompanying Ordinance amending Title 6, Salaries, of the Los Angeles County Code to establish one (1) new unclassified position of Chief Executive Officer, one (1) new unclassified position of Chief Deputy, Chief Executive Officer, five (5) new unclassified positions of Deputy Chief Executive Officer; and five (5) new secretarial positions; delete the existing positions of Chief Administrative Officer, Chief Deputy Administrative Officer (UC) and four other non-represented positions (Attachment II).

4. Direct the Chief Executive Officer to include in the FY 2007-08 Final Budget Changes the annual net County cost of \$1,677,938 to support the implementation of the new CEO structure.

PURPOSE/JUSTIFICATION OF RECOMMENDED ACTION

Introduction

On March 27, 2007, your Board adopted an Ordinance establishing a new, interim system of administrative governance for the County through which your Board is delegating to the CEO additional responsibilities for the administration of the County including the oversight, evaluation, and recommendation for appointment/dismissal of appointed County Department Heads. The Ordinance exempts from the delegated authority five appointed County Department Heads who will continue to report to your Board: the Chief Administrative Officer, County Counsel, Auditor-Controller, Executive Officer of the Board of Supervisors, and the Fire Chief (Attachment III).

The Ordinance includes a non-intrusion clause which reinforces that the Board of Supervisors is exclusively vested with the responsibility for establishing County policy, regulations, and organizational directions. Individual Board members and their staff may seek information and assistance from County Department Heads and employees.

Finally, the Ordinance sets its expiration date as the date the election results on a County Charter amendment are certified. Your Board has indicated the intent to submit to the County voters in June 2008 a proposed Charter amendment that, if approved, would provide for a governance structure substantially similar to the Ordinance enacted on March 27, 2007 in the Charter.

The Ordinance became effective on April 26, 2007.

Los Angeles County Governance Transition Report

The *Los Angeles County Governance Transition Report* has been prepared through the collaborative effort of a Transition Team composed of members of the Guiding Coalition, including Department Heads and your Board's Chiefs of Staff/Chief Deputies. The purpose of the Report is to provide a framework for the implementation of the authority delegated to the CEO by the Ordinance.

Significant Issues

In preparing the Report, the Transition Team members sought to consider and respond to the basic questions that your Board, members of your staff, County executives, and employees might have regarding how the County's operations would change. Specifically, the following four issue areas were addressed:

- **Organization of the Chief Executive Office:** How will the CEO's office be organized and how will the organization impact administrative decision-making and County policy development?
- **Roles and Responsibilities:** What will be the roles of the CEO, Board Deputies, and appointed Department Heads?
- **Communication Flow:** How will communication flow through the County organization and especially related to the Board Agenda process?
- **Continuous Organizational/Operational Improvement:** How can the delegation of administrative oversight to the CEO be effectively utilized to continuously evaluate and recommend improvement to the County's organizational structure and operating processes?

Goals of Los Angeles County's New Governance

At the onset, the Transition Team agreed that the following goals for the new Los Angeles County governance should be the hallmark principles guiding the work to answer the basic questions outlined above:

- **Benefits to County Residents:** Because day-to-day operation of the County is vested with the CEO, County residents will benefit from the ability of the Board of Supervisors to partner with residents and communities in focusing on studying and developing strategies to address the complex social, economic, and environmental issues that impact the quality of life in Los Angeles County. Additionally, the CEO's accountability for implementing Board policy direction to improve outcomes for residents through service and resource integration and enhanced service accessibility should result in significant benefit for County residents.
- **Strengthen the Board's Policy Role:** The Board's policy role will be strengthened through the creation of the CEO as a single point of contact accountable for implementation and management of Board policy direction.

- **Focus on Outcomes for County Customers:** The County will systematically focus on the needs of County customers – children, families, senior citizens, other residents and the communities they live in – and on improving outcomes for customers.
- **Service Integration:** The focus on the needs of County customers will be implemented through integration of County services, the optimal use and/or blending of resources, and continuously working to improve the County's organization and its operating processes.

Proposed CEO Organization

The CEO is proposed to be organized around your Board's adopted Strategic Plan Goals which include four operational goals – Service Excellence, Workforce Excellence, Organizational Effectiveness, and Fiscal Responsibility; and, four programmatic goals – Children and Families' Well-Being, Community Services, Health and Mental Health, and Public Safety. See Figure 3 of the *Los Angeles County Governance Transition Report*.

- **CEO and Chief Deputy CEO:** The CEO and Chief Deputy CEO are responsible for the Workforce and Service Excellence and Fiscal Responsibility organizational goals, including the County Budget, Finance, and Facilities and Asset Management. They also have direct responsibility for Legislative and Intergovernmental Affairs; External Relations, including Customer Service, Public Affairs, Cable/Telecom, and the Office of Protocol; Employee Relations and Classification/Compensation; and Strategic Initiatives.
- **Five Deputy CEOs:** Five Deputy CEOs reporting to the CEO will lead five Clusters of Departments. Four Clusters align with the County Strategic Plan's programmatic goals; the fifth Cluster includes Countywide operational Departments and will be responsible for Organizational Effectiveness. Departments are assigned to the programmatic Clusters based upon the affinity of the Departments' service mission and the interdepartmental collaboration required to achieve service integration goals that will improve outcomes for customers.

Roles and Responsibilities – CEO, Board Deputies, and CEO Appointed Department Heads

Roles and responsibilities of the CEO, the Board Deputies, and CEO appointed Department Heads are outlined on pages 10 through 13 of the *Los Angeles County Governance Transition Report*. The roles are complementary and interactive in ensuring that the goals of the new governance are the focus of the organization.

- **Chief Executive Office**
 - Support Board Policy Role
 - Facilitate Service Integration
 - Focus on Customer Outcomes
 - Ensure Department Accountability
 - Department Advocate
 - Department Advisor
 - Operational Change Agent
 - Ensure Effective CEO Operations
- **Board Deputies**
 - Participate in Clusters
 - Coordinate District Specific Policy/Program Development
 - Recommend Countywide Policy Planning
 - Handle/Coordinate Constituent Requests
- **CEO Appointed Department Heads**
 - Continued Responsibilities
 - Ensure public is provided with effective and caring services.
 - Management, operation, and financial accountability of Department.
 - Respond to inquiries and constituent service requests from Board offices.
 - New Responsibilities
 - Ensure service integration within and across Clusters.
 - Ensure the CEO is continuously informed of critical, high-profile issues.
 - Elevate high-risk issues to the CEO.

Recommended Processes

The roles and responsibilities of the CEO, Board Deputies, and the CEO appointed Department Heads will be exercised through five key processes that are outlined and graphically displayed on pages 13 through 19 of the *Los Angeles County Governance Transition Report*:

- **Constituent Requests:** No change in current practices is anticipated, although Department Heads are specifically responsible for determining if the needed responsive action can be implemented within existing policy and resources. If the determination is affirmative, the Department Head will work with the Board office to respond to the request. If it is determined the request exceeds existing policy and/or resources, two options are available to the Board office: introduce a motion to secure the Board's collective authority to proceed, or request the Department Head to work with the CEO to develop options and a recommended strategy.

- **Policy Planning and Development:** There will be two levels of policy planning and development; within and across the Clusters and Countywide. Each Deputy CEO may lead teams of Department Heads, Board Deputies, stakeholders, and subject matter experts to develop integrated service or procedural system recommendations to improve customer outcomes. The Deputy CEOs will also hold regular Cluster meetings which include Board Deputies in order to facilitate the implementation of Board policy.

The Chief Deputy CEO will lead a Comprehensive Policy Review Team composed of County Counsel, legislative, finance and personnel staff, and the Deputy CEOs that will review policy planning by the Clusters to ensure that the planning is linked appropriately among the five Clusters; and that Countywide budget, legislative, legal, customer, and existing Board policy implications are addressed and factored into the policy recommendations.

- **Budget Development and Management:** The Budget process is redesigned to emphasize the CEO's accountability for the budget development and to facilitate open communication between the Board, the CEO, and Department Heads on budget issues. The new elements of the process are: Departmental budget request will be shared with Board Deputies; Deputy CEOs and the Clusters may prepare budget strategies and recommendations around service and process integration for submission to the Chief Deputy CEO; and the CEO will highlight in the Proposed Budget additions and reductions to Department budgets and the rationale for the changes.
- **Board Agenda Development and Management:** The Executive Officer of the Board of Supervisors continues to be responsible for producing, posting, and distributing the Agenda. The CEO in consultation with the Board Chair is responsible for the development and management of the Agenda. The following significant changes are proposed for the Board Agenda process:
 - **Consent Agenda:** The CEO will develop a proposed Consent Agenda including items that are not controversial and may be approved through a single vote of the Board. Consent Agenda items may be pulled for discussion, separate voting, or postponement by any Board member. Members of the public may comment on Consent Agenda items, however, it is the Board's discretion as to whether the item should be removed from the Consent Agenda and discussed.
 - **Board Policy Meeting:** To provide adequate Board discussion of emerging policy issues, periodic Board Policy Meetings will be scheduled. Examples of policy issues that might be discussed at a Board Policy Meeting include the County's homeless policy, programs and funding; service integration issues; and programs for transition age youth exiting the County's dependency and delinquency systems.

- **Unincorporated Area Policy:** Unincorporated area policy issues would be included as a part of the Board's Public Hearing Agenda to provide an integrated discussion of the Board's municipal role and policies.
- **Filing Agenda Items:** The CEO is responsible for managing the weekly Board Agenda by determining if and when items from the CEO appointed Department Heads will be filed. Board Agenda items for these Departments will be on CEO letterhead and signed by the CEO. Board members, elected County officials, and Board appointed Department Heads will continue to file Agenda items directly; however, elected County officials and Board appointed Department Heads must consult with the CEO prior to filing.
- **Agenda Briefings:** The Deputy CEOs will hold Agenda Briefing Meetings weekly or less often to provide an open forum for Board Deputies, Department Heads and others to exchange information about filed or pending Board agenda items.
- **Operations Management:** The CEO and Department Heads are jointly responsible for the collaborative, open, and accountable culture that is required for a responsive, efficient, high quality public service Los Angeles County organization. The process is a two way process through which Departments are informed by and inform the CEO on critical policy, operational, fiscal, and procedural issues.

Implementation of Strategic Plan Goals

Through adoption of the recommended actions, your Board will significantly improve the County's ability to perform in accordance with the County Strategic Plan Vision, Mission Statement, and Values you adopted in 2002. Moreover, the recommended actions are in compliance with and will enhance the County's organizational and operational ability to implement all eight goals of the County Strategic Plan: Service Excellence, Workforce Excellence, Organizational Effectiveness, Fiscal Responsibility, Children and Families Well-being, Community Services, Health and Mental Health, and Public Safety.

FISCAL IMPACT/FINANCING

The projected increase in net County cost resulting from this action is \$1,677,938 annually, based upon salaries and employee benefits proposed for the newly created unclassified positions of CEO, Chief Deputy CEO, and Deputy CEOs, and five additional secretarial positions to assist the Deputy CEOs. The net increased cost includes offsetting cost reductions from the elimination of four executive positions currently allocated to and included in the CEO's FY 2007-08 Proposed Budget. Elimination of the four positions is included in the amendments to Title 6, Salaries, of the County Code.

All costs associated with modifying the CEO's existing office space to provide, furnish and equip offices for the five Deputy CEOs will be offset by savings from the CEO's FY 2006-07 Adopted Budget.

FACTS AND PROVISIONS/LEGAL REQUIREMENTS

The recommended action is consistent with the Ordinance adopted by your Board on March 27, 2007, which became effective on April 26, 2007. The accompanying Ordinance implementing amendments to Title 2, Administration and Title 6, Salaries of the County Code has been approved as to form by County Counsel.

Department Name Change

Title 2, Administration of the County Code is being amended to reflect the change of the department name to "department of the chief executive officer." Additionally, the Code is being amended to provide that all references to chief administrative officer be deemed references to chief executive officer.

New Classes

Three new classes are being created in the County's classification system to provide the CEO with the capacity to effectively implement the Ordinance your Board adopted on March 27, 2007:

- Chief Executive Officer (UC)
- Chief Deputy, Chief Executive Officer (UC)
- Deputy, Chief Executive Officer (UC)

The classifications of Chief Executive Officer (UC) and Chief Deputy, CEO (UC) are being created to reflect the new duties and responsibilities for operation of the County vested in the Chief Executive Office by the Ordinance. The new duties and responsibilities include: general administrative responsibility for the day-to-day operations of the County; primary responsibility and accountability for implementation of Board-directed policy; and oversight, evaluation, and recommended appointment/dismissal of most appointed Department Heads. One position is being allocated to each of these new classes. As such, one position of the former Chief Administrative Officer and one position of the former Chief Deputy, CAO are being deleted from the departmental staffing ordinance.

The classification of Deputy CEO is being created and five (5) Deputy CEO positions are recommended for allocation to the CEO. Each Deputy CEO will lead a Cluster of Department Heads that, in collaboration with Board Deputies and other stakeholders, will be responsible for improving outcomes for County customers. Improved customer outcomes will be achieved through interdepartmental collaboration, service integration, and County resource blending within and across the Clusters, and evaluation of procedural and organizational barriers to the delivery of effective and caring County services.

Secretarial Positions

The proposed recommendations also include authority and funding for the addition of five (5) Executive Secretary V positions to provide secretarial support to the five Deputy CEOs. Additionally, a provision for additional compensation is being established for any person providing full-time secretarial support to the Chief Executive Officer, Chief Deputy CEO, or a Deputy CEO. This will provide for an appropriate salary differential between these positions and other executive secretary positions.

Departmental Staffing Ordinance

The staffing Ordinance for the Department of the Chief Executive Officer is being amended to reflect the above-noted position additions and deletions.

IMPACT ON CURRENT SERVICES (OR PROJECTS)

It is anticipated that the Board-adopted strong CEO administrative structure will have a positive impact on County customers; implementation goals are to improve service access, quality, and outcomes for County customers.

For County Departments, there will be service delivery and procedural impacts:

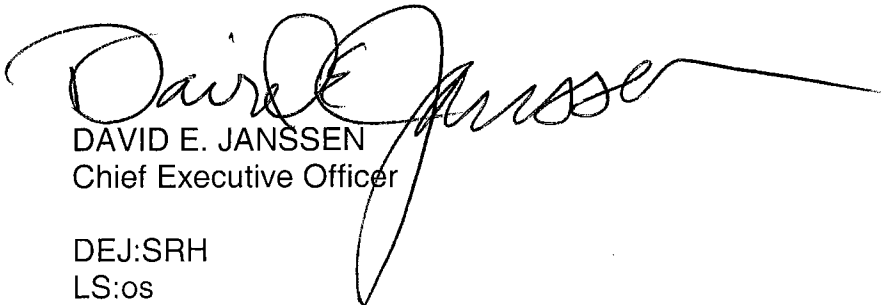
- CEO appointed Department Heads and their operations will be evaluated by the CEO.
- CEO appointed Department Heads will be recommended for appointment/dismissal by the CEO.
- The Board of Supervisors will hold the CEO accountable for implementation of Board policy direction; the CEO will provide oversight and facilitation of Departments to ensure accountability for quality implementation of Board policy direction.
- The CEO will be responsible for the management and day-to-day administration of the County.

- The CEO will focus on the improvement of customer outcomes through service and resource integration, collaboration and innovation by and between County Departments.
- The CEO will manage the Board's Agenda: all Board Agenda items from CEO appointed Departments will be closely reviewed by the CEO, prepared on CEO letterhead, and signed by the CEO. All other Departments may file items on the Board Agenda only after consultation with the CEO relative to operational and budgetary impacts.

CONCLUSION

The Board adopted, strong CEO model represents a significant change from the County's current decentralized organization structure in which 34 appointed Department Heads report independently to the Board. The new structure will provide the mechanism and process through which the County will systematically focus on the needs of County customers – children, families, senior citizens, other residents and the communities they live in – through integration of County services, the optimal use and/or blending of resources, and the continuous improvement of the County's organization and its operating processes. The proposed structure will provide a venue in which customer-focused, integrated service planning and financing will occur, as opposed to the current situation, which is predominately silo-oriented departmental, or function-specific planning and operations.

Respectfully submitted,



DAVID E. JANSSEN
Chief Executive Officer

DEJ:SRH
LS:os

Attachments (3)

c: All Department Heads

ATTACHMENT I

Los Angeles County Administrative Governance

Transition Report

May 2007

TABLE OF CONTENTS

I.	Introduction	1
II.	Proposed CEO Organization	4
	a. Overview	4
	b. Goals of the CEO Organization	5
III.	Roles and Responsibilities	10
	a. Chief Executive Office	10
	b. Board Deputies	12
	c. CEO Appointed Department Heads	13
IV.	Recommended Processes	13
	a. Constituent Requests	14
	b. Policy Planning and Development	14
	c. Budget Development and Management	16
	d. Board Agenda Development and Management	17
	e. Operations Management	19
V.	Operational Issues and Recommendations	22
	a. Board-Appointed Commissions	22
	b. Strategic County Functions	22
	c. Continuous Improvement	23
	Figure 1 – Overall County Decision-Making Structure	1
	Figure 2 – Current County Organizational Structure	3
	Figure 3 – Proposed Organizational Structure of the County Chief Executive Officer	7
	Figure 4 – Proposed Organization of Departments by the Five Clusters	8
	Figure 5 – Proposed Internal Organization of the Chief Executive Office	9
	Figure 6 – Response to Constituent Requests	20
	Figure 7 – Policy Planning and Development	21
	Figure 8 – Proposed Continuous Improvement Actions	24

I. INTRODUCTION

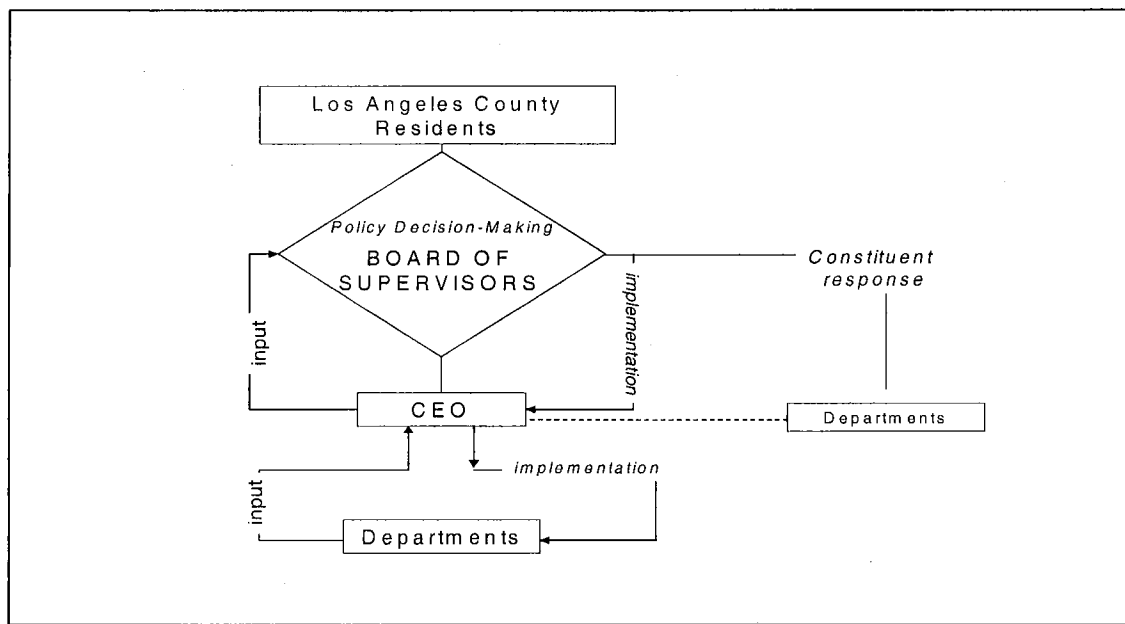
The Board of Supervisors (Board) is the governing body of the County of Los Angeles. The Board functions under the County Charter as the executive and legislative head of County government responsible for establishing County legislative, organizational and programmatic policy, and providing administrative direction through the enactment of administrative and policy directives and the enactment of ordinances and regulations.

On March 27, 2007, the Board exercised its Charter authority by approving a new strong County Chief Executive Officer (CEO) organizational structure delegating to the CEO:

- Primary responsibility and accountability for implementation of Board-directed policy.
- Day-to-day administration of the County.
- Authority to evaluate the performance of Department Heads and recommend their appointment/dismissal to the Board.

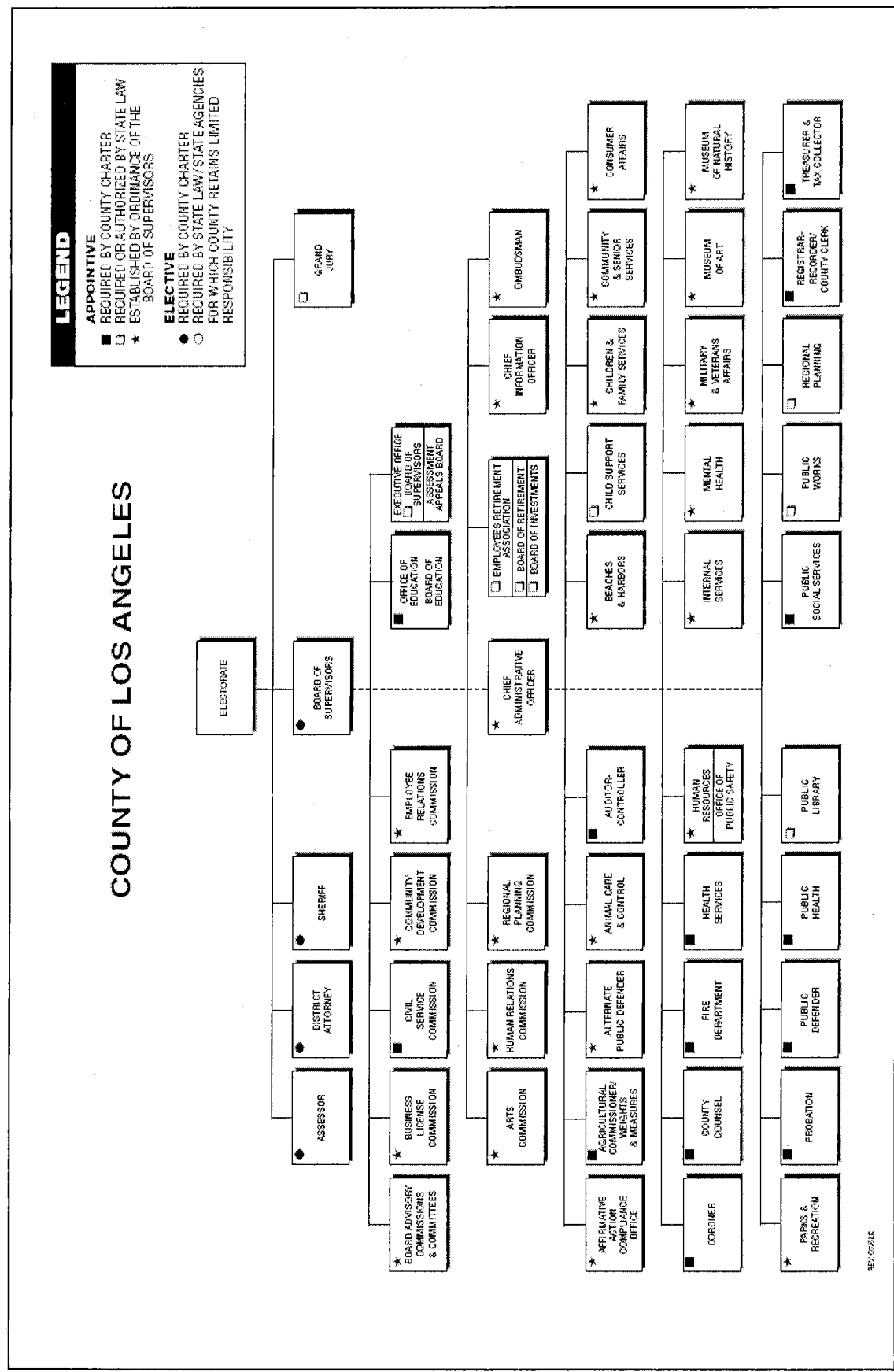
Importantly, constituent representation and response to constituent concerns remains paramount and central to this governance structure. As demonstrated in Figure 1 below, the Board policy role is strengthened through the creation of a single point of contact accountability for implementation and management of Board policy direction.

Figure 1: Overall County Decision-Making Structure



The Board adopted, strong CEO model represents a significant change from the County's current decentralized organization structure (Figure 2) in which 34 appointed Department Heads report independently to the Board. The new structure will provide the mechanism and process through which the County will systematically focus on the needs of County customers – children, families, senior citizens, other residents and the communities they live in – through integration of County services, the optimal use and blending of resources, and the continuous improvement of the County's organization and its operating processes. The proposed structure will provide a venue in which customer-focused, integrated service planning and financing will occur, as opposed to the current situation, which is predominately silo-oriented departmental, or function-specific planning and operations.

Figure 2: Current County Organizational Structure



II. PROPOSED CEO ORGANIZATION

Overview

The Board has adopted a County Strategic Plan to guide the County organization in enriching the lives of County residents through effective and caring services. The Board has adopted eight Strategic Plan goals: four organizational goals – Service Excellence, Workforce Excellence, Organizational Effectiveness, and Fiscal Responsibility; and, four programmatic goals – Children and Families' Well-Being, Community Services, Health and Mental Health, and Public Safety.

The Board adopted Strategic Plan Goals serve as the foundation for implementing the County's new governance structure. Departments have been placed in one of the five Clusters consistent with the alignment of their service mission with the Strategic Plan Goals. Overseeing each of the five Clusters will be a Deputy CEO who reports to the Office of the Chief Executive Officer. Figure 3 summarizes the proposed organizational structure.

Within each Cluster, a Deputy CEO and respective Departments will work together, with budgetary and analytical support provided by CEO staff. Figure 4 presents the proposed alignment of Departments by the five Clusters.

The alignment of Departments in Clusters reflecting the four Strategic Plan programmatic goals is based upon the affinity between the Departments' service missions, as well as interdepartmental collaborations that are required to achieve the County's service integration goals especially for children and families and unincorporated communities. The alignment will require strong collaboration between Clusters because the needs of customers – children, families, senior citizens, other residents and the communities they live in – overlap into all four Clusters. Thus, while significant progress toward improving customer outcomes will be achieved with improved collaboration and service integration between the Departments in each Cluster, collaboration between Clusters will also be essential.

The fifth Cluster, County Operations, is structured to align Departments and CEO functions that impact the overall organizational effectiveness of the County. Working collaboratively under the umbrella of a Deputy CEO, these Departments will be able to streamline and improve the effectiveness and efficiency of County processes, contributing to the ability of direct service Departments to deliver more effective and caring services. The Departments in this Cluster will also be essential to the service integration focus of the administrative governance system. Critical to effective service

integration are issues such as: revenue blending/sharing; consolidated data collection and/or data sharing; compatible technology, human resource and contracting systems; and the development of cross-functional federal and state legislative strategies. In addition to these functional issues, the County Operations Cluster will also be responsible for considering County organizational issues that impact County service delivery and improved customer outcomes.

Elected officials and Department Heads, who, by ordinance, report directly to the Board, will continue to maintain their current practices with the Board offices and the CEO's office; under the new structure, however, they will coordinate all operational and budgetary issues through the CEO. For this purpose, these Departments have been assigned to the appropriate Cluster. Departments with an elected official as the Department Head are noted under the Cluster that they functionally align with.

As shown in Figure 5, the CEO will have primary responsibility for key Countywide strategic functions, including:

- Budget and Facilities Development and Management
- Employee Relations and Compensation/Classification
- External Relations: Customer Service, Public Affairs, Cable/Telecom, Office of Protocol
- Legislative Policy Development and Advocacy, and Intergovernmental Affairs
- Strategic Initiatives

Goals of the CEO Organization:

- **Benefit County Residents**
 - County residents and communities will benefit from the new governance structure as it will enable the Board offices to focus their time and energy on interacting with County residents and communities studying alternative strategic approaches for the benefit of County residents and developing policy directions to address the County's complex social, economic, and environmental issues.
 - On behalf of County residents and communities, the Board will hold the CEO accountable for implementing its policy direction to improve the County's public service delivery infrastructure to meet the needs and improve outcomes for customers and communities through service and resource integration, improving customer access to services, and ongoing evaluation of customer satisfaction.

- **Improve Communication**

- The CEO will be accountable for the day-to-day operations of the County, providing consistent management direction that will allow County Departments to individually and collectively focus on delivery of quality services that are integrated and relevant to the needs of customers.
- The new governance structure will lead to an increase in the flow of consistent communication between Departments, the CEO, and the Board to simplify reporting and create a more efficient and timely decision-making process.

- **Focus/Achieve Interdepartmental Collaboration**

A focus of the strong CEO organization will be collaboration among Departments to provide better public service outcomes for customers and the community. As regular, interdepartmental communication improves, Departments will become better able to integrate and improve the quality of services, as well as coordinate timely response to constituents.

- **Continuous Process and Organizational Improvement**

- Greater opportunity for Departments to collaboratively address systemwide policy issues will also be a focus of the new organization for purposes of providing more efficient and effective County operations.
- The new governance structure will also provide the opportunity to evaluate and modify the County's organizational structure in order to improve customer outcomes, achieve enhanced service integration, and improve the County's organizational effectiveness.

Figure 3: Proposed Organizational Structure of the County Chief Executive Officer

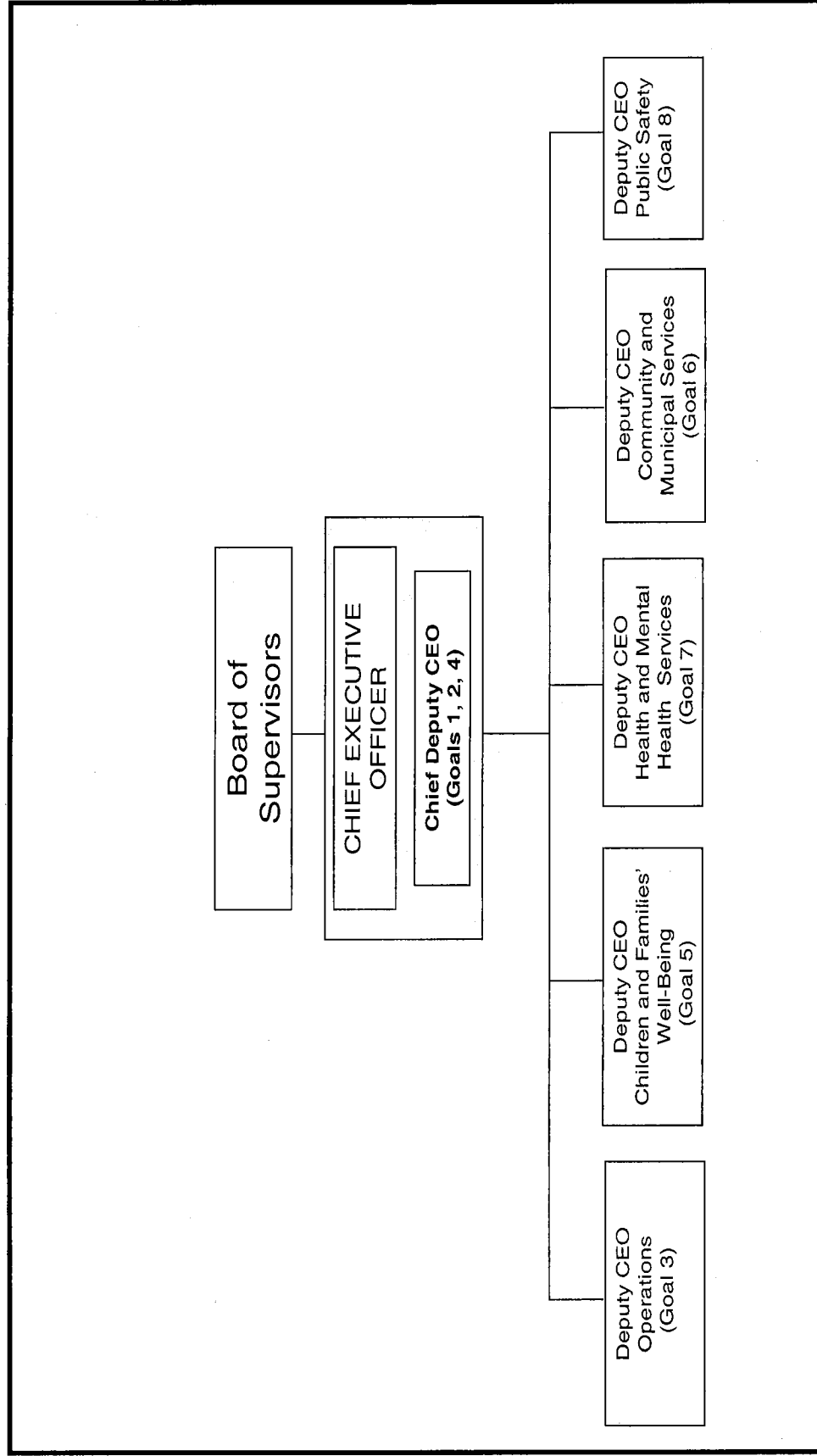


Figure 4: Proposed Organization of Departments by the Five Clusters

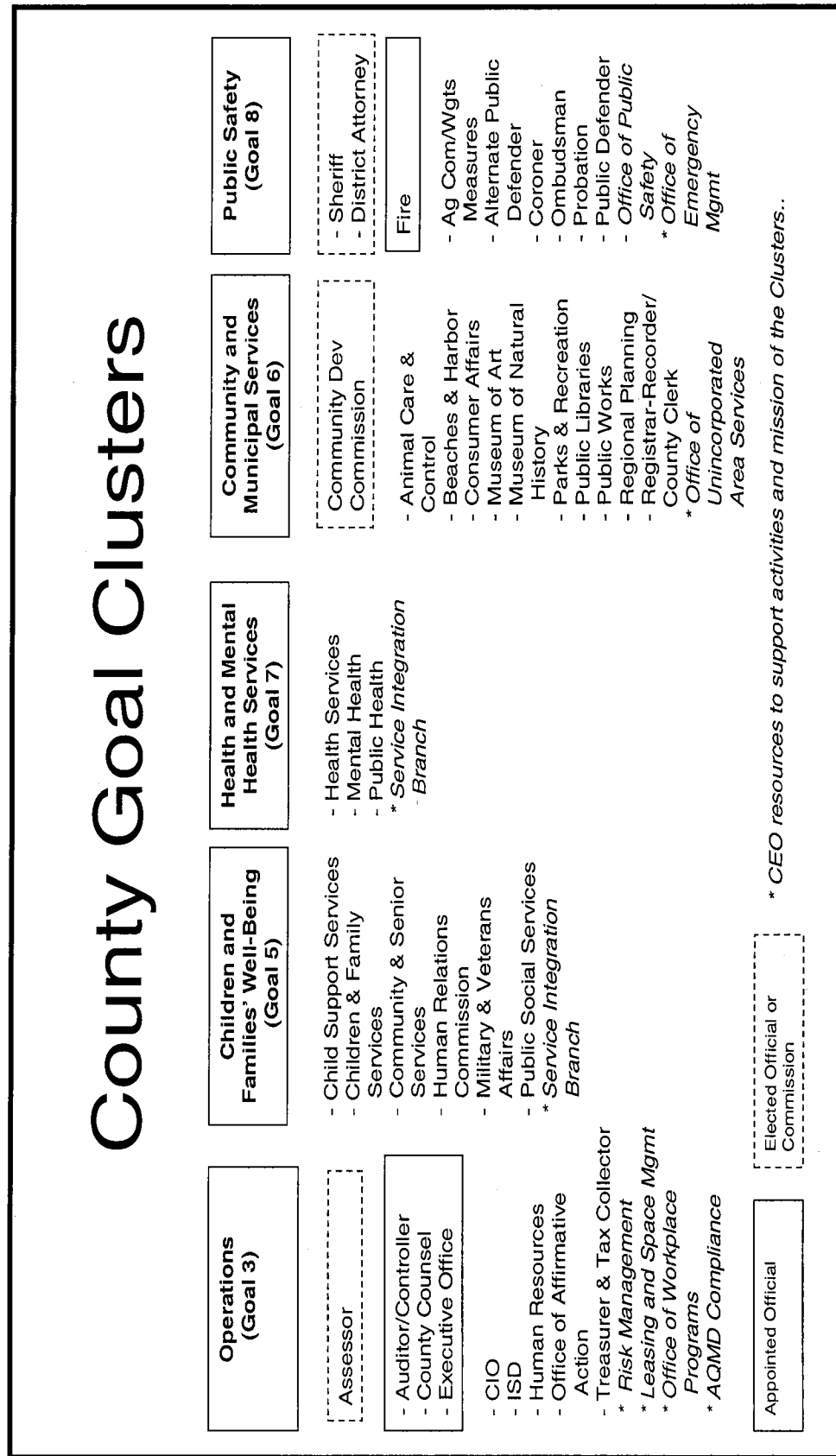
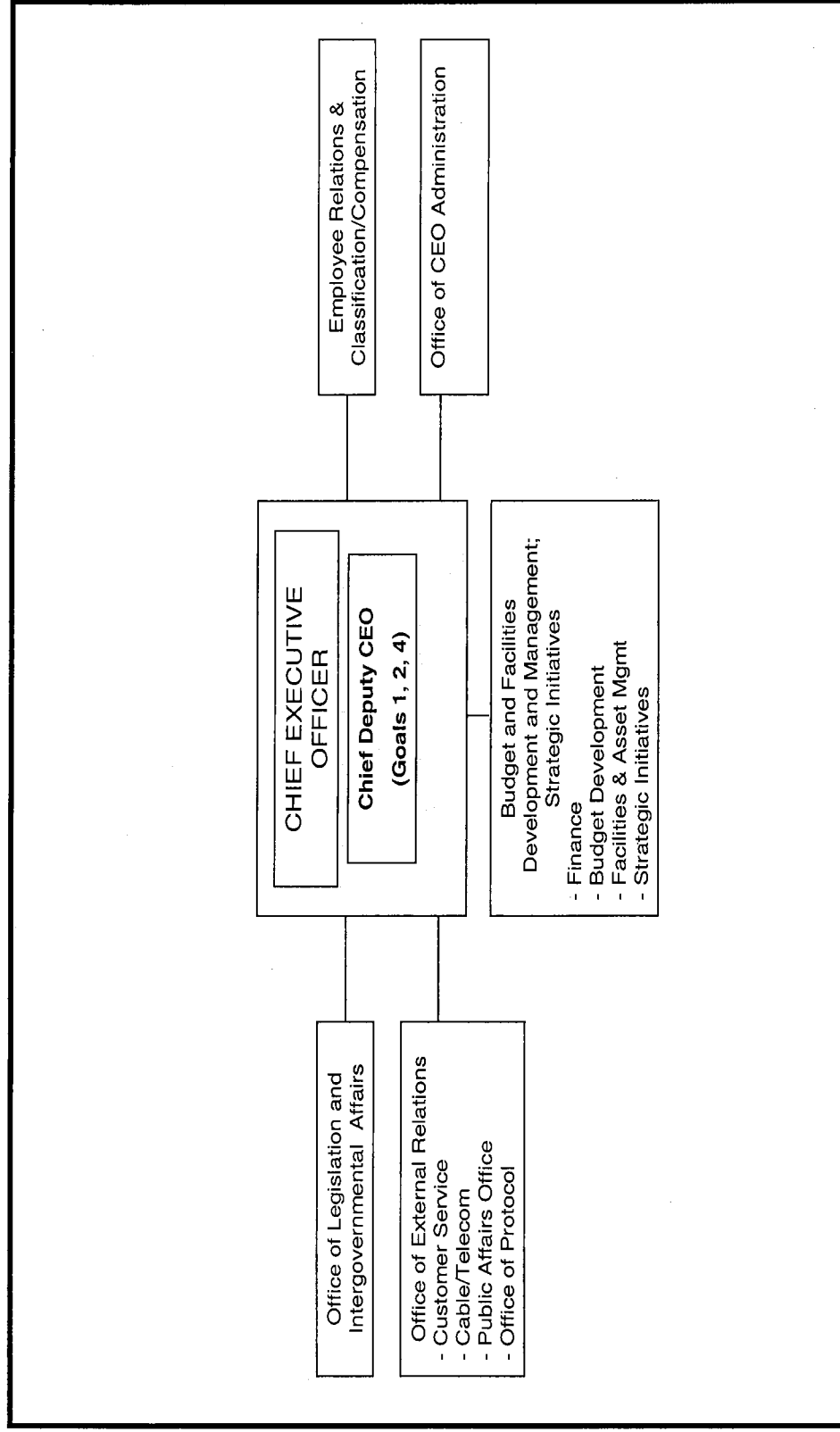


Figure 5: Proposed Internal Organization of the Chief Executive Office



III. ROLES AND RESPONSIBILITIES

This section describes how the three primary lead entities will coordinate to execute and implement Board policy direction:

- **Chief Executive Office**
- **Board Deputies**
- **CEO Appointed Department Heads**

1. **Chief Executive Office:** The Chief Executive Office will be the primary point of accountability for assisting the Board in the development of key policy initiatives and for the implementation of Board adopted policy. Leadership will be exercised through the Chief Deputy CEO and the Deputy CEOs, who will have the following duties and responsibilities:

- **Support Board Policy Role**

- Ensure that policy issues presented to the Board are:
 - Well developed, including stakeholder input.
 - Developed with analysis of options and well-justified recommendations.
 - Scheduled so that the Board has adequate time for consideration.
- Manage and plan the Board Agenda to integrate related policy issues.
- Implement Board direction and monitor progress.
- The CEO and/or Chief Deputy CEO will meet with the Board's Chiefs of Staff/Chief Deputies to provide briefings on policy issues.

- **Facilitate Integration**

- Lead/facilitate customer-focused planning for service integration within and between Clusters.

- **Focus on Customer Outcomes**

- Identify and evaluate impact of County services from a customer-perspective.
- Develop policy and procedural proposals to improve customer outcomes.

- **Ensure Department Accountability**

- Be knowledgeable about Departments within Cluster.
- Hold Departments accountable for: customer outcomes, implementation of Board policy, and County procedures.
- Evaluate Department Heads to ensure that their individual performance demonstrates effective management practices and behaviors that are consistent with the County Strategic Plan Vision, Mission Statement, Values, and organizational and programmatic goals.

- **Department Advocate**

- Understand and articulate departmental challenges and successes.
- Advocate, as appropriate, for support and resources that will lead to improved departmental outcomes, as well as larger systematic changes.

- **Department Advisor**

- Assist Departments, singularly or collectively, to navigate procedural, policy, and political issues.

- **Operational Change Agent**

- Build the capacity of the organization to implement systematic operational improvement, through ongoing assessment and advice to the CEO, e.g., procurement, recruitment, IT issues.
- Evaluate and recommend to the Board organizational changes that enhance the County's capacity to improve customer outcomes, achieve enhanced service integration, and improve the County's organizational effectiveness.

- **Support Effective CEO Operations**

- Work to ensure the CEO is effective in serving the Board and ensuring a strong outcome-based County organization.

2. **Board Deputies:** Board Deputies, as representatives of the elected Supervisor, identify issues and provide input regarding Board policy and represent constituent issues and concerns.

- **Policy Deputies**

Board Policy Deputies will participate and provide input in the development of policy and program recommendations.

- **Participation in Clusters**

- Board Policy Deputies will participate with Clusters on key policy planning team efforts. Cluster meetings will be chaired by the CEO's office.

- **District Specific Policy/Program Development**

- Board Policy Deputies will continue to coordinate district specific policy and program initiatives, working directly with an individual Department, or groups of Departments, and/or engage the appropriate Deputy CEO's assistance.

- **Recommend Countywide Policy Planning**

- On behalf of their respective Supervisors and as a representative of the Supervisor's constituency, Board Policy Deputies may recommend the establishment of policy planning efforts within or among Clusters, provided, however, that Countywide policy planning efforts are authorized by the Board as a whole.

- **Field Deputies**

Board Field Deputies will continue to represent the needs of geographic specific cities, communities, neighborhoods, and constituents, and will exercise this role as follows:

- **Departmental Requests**

- Work directly with individual Departments, or groups of Departments, and/or engage the appropriate Deputy CEO's assistance, provided that the work is consistent with:
 - **Department(s) Mission**
 - **State, County, and Departmental Policy**
 - **Departmental Budget**
 - **Department(s) Scope of Responsibility**

- **Policy Request**

- Requests which are deemed, based upon departmental review, to be inconsistent with the mission, policy, budget, and/or scope of the Department(s) will either become the subject of a Board motion or be referred to the appropriate Deputy CEO for policy analysis.

3. CEO Appointed Department Heads

- **Continued Responsibilities**

Department Heads will continue to be responsible for:

- Ensuring the public is provided with effective and caring services.
- Management, operation, and financial accountability of their Department.
- Responding to inquiries and constituent service requests from Board offices.

- **New Responsibilities**

New responsibilities for Department Heads will include:

- Working within and across Clusters to ensure integrated service delivery.
- Ensuring that the CEO is continuously informed about critical, high-profile operational, programmatic, and financial issues that may warrant CEO and/or Board involvement.
- Elevating high-risk issues to the CEO's attention and involvement/action which in their assessment are:
 - High-profile
 - Potentially affecting current Board policy
 - Involving multiple Departments
 - Controversial, critical in timing, and/or media sensitive

NOTE: The above is not an all inclusive description of roles and responsibilities. As a part of the implementation, roles, responsibilities, and duties will be defined in greater detail.

IV. RECOMMENDED PROCESSES

The roles and responsibilities outlined in the previous section will be exercised through five key processes:

1. Constituent Requests
2. Policy Planning and Development
3. Budget Development and Management
4. Board Agenda Development and Management
5. Operations Management

1. Constituent Requests (Figure 6)

Timely response to constituent requests, complaints, or concerns is a primary role of the Board. No change from current practices is anticipated in responding to constituent requests:

- Constituent issues that are brought to either the Board offices and/or the CEO would continue to be sent directly to the Departments.
- Each Department Head is responsible, based on his/her best professional judgment, to determine if the responsive action can be implemented within existing policy and/or resources:
 - If within resources and departmental policy, the Department Head will work with the Board office to resolve.
 - If additional resources or changes in Department policy are required, either the affected Board member will submit a motion to the full Board or request the Department Head to work with the appropriate Deputy CEO to develop options and a recommended strategy.
- The CEO's office and Departments will monitor constituent input to determine if it is an isolated incident or indicative of systemic problems and take corrective action, accordingly.

Goal: Responsive and effective constituent relations.

2. Policy Planning and Development

The Board is responsible for establishing County policy; policy planning efforts should be authorized by the Board before extensive County resources are expended. When policy planning and development is authorized by the Board, development will occur at three levels: (1) between the CEO and a single Department, (2) within and across Clusters, and; (3) Countywide (Figure 7).

- **Policy Planning and Integration**

Deputy CEOs may work with one or more Departments and Board Deputies; and/or lead teams representing affected Department Heads and Board Deputies to:

- Develop integrated service or procedural system solution.
- Provide for team decision-making.
- Work with multiple Departments from within and outside the Cluster.
- Identify and plan solutions to improve customer outcomes.

Goal:

- Better policy recommendations to the Board.
- Break down of barriers to collaboration.
- Reduction of “piecemeal” planning.

- **CEO Comprehensive Policy Review**

The Deputy CEOs will present policy issues and Cluster recommendations in larger CEO discussions led by the Chief Deputy CEO so that:

- Policy planning and integration efforts are closely monitored by the CEO and Policy Team and issues are appropriately linked between the multiple Clusters and the CEO Policy Team.
- Legal, personnel, budgetary, service integration, customer service, and prior Board policy implications are appropriately addressed and factored into the final policy recommendations from the CEO.
- Policy recommendations on a specific service issue or policy area can be evaluated in light of overall County issues and priorities.
- Board policy recommendations are comprehensively implemented, taking into account service integration opportunities, as well as other cross-cluster programmatic and resource implications.

Goal:

- Integration across clusters.
- Ensure the Board’s Countywide policies are consistently implemented.
- Comprehensive implementation of Board policy.

- **Cluster Meetings**

The Deputy CEOs will also be responsible for leading regular team meetings of Department Heads within their Cluster, including Board Deputies, to:

- Implement policy pursuant to Board direction.
- Facilitate the roles of the CEO, Department Heads, and Board Deputies, as defined above.

Goal:

- Integrated, customer-focused services.

3. **Budget Development and Management**

The budget process has been redesigned to emphasize the primary accountability of the CEO for budget development and to facilitate open communication on budget issues.

- **Budget Development**

The CEO is responsible for preparing the Proposed Budget with the following components:

- **Departmental Requests:** Will be shared with Board Deputies as submitted.
 - **Clusters' Role:** Through Cluster meetings, which may include appropriate Board Policy Deputies, the Deputy CEOs may prepare budget strategies and recommendations for submission to the Chief Deputy CEO.
 - **CEO Review of Cluster Proposals:** The CEO and Chief Deputy CEO may convene the CEO Policy Team to review Cluster proposals.
 - **CEO Proposed Budget:** Will be prepared by the CEO, segmented by Clusters. Departments will have access to the CEO to present their specific budget requests.
 - **Department Budget Additions and Reductions:** The CEO's Proposed Budget will highlight Departmental additions and reductions and include an explanation of the rationale for the changes from the departmental request to promote transparency of decision-making in all budget decisions.
- **Budget Monitoring:** The CEO is responsible for communicating any Department budgetary issues, as well as steps to resolve the issues, to the Board. If a Board office contacts a Department directly regarding a budgetary issue, the Department should work with the CEO to resolve the Board's issue.

Goal:

- Open and complete County Budget discussion, decision-making, and monitoring process.

4. Board Agenda Development and Management

In coordination with the Chair of the Board, the CEO will be responsible for developing a Board meeting and agenda process that will maximize the opportunity for the Board to provide policy direction and encourage more public discussion of policies. The Executive Officer of the Board of Supervisors will continue to be responsible for producing, posting, and distributing the Board Agenda. The Board Agenda management will include three main processes:

- **Consent Agenda:** The Consent Agenda will include all Board items that may be approved through a single vote of the Board. The CEO will recommend items for the Consent Agenda. Items included on the Consent Agenda will be separately listed from all other discussion agenda items.

Prior to taking action on the Consent Agenda, the Chair of the Board will:

- Ask if any Board office wants to pull an item for discussion, separate voting, or postponement.
- Receive public comments on any Consent Agenda item; and determine if the item will be pulled from the Consent Agenda based upon the public input.
- **Periodic Board Policy Meeting:** As needed to ensure the Board has the timely and adequate opportunity to discuss emerging policy issues, one Board meeting per month may be dedicated as a Board Policy Meeting:
 - The CEO will have the responsibility for managing the Board Agenda to minimize the number of regular agenda items that are included on the Board Policy Meeting Agenda.
 - The Board Policy Meeting will also include an update on the status of other Board policy directives.
 - At the time a policy directive is approved by the Board, the Board may stipulate that the CEO will report back on status at a subsequent Board Policy Meeting.

- Unincorporated area policy issues affecting all supervisorial districts will be consolidated on the Public Hearing Agenda to provide an integrated discussion of “municipal” issues. Scheduling will be on an “as needed” basis.
- **Filing Agenda Items:** The CEO is responsible for managing the weekly Board Agenda regarding the filing of items for Departments under the CEO. Board Agenda letters submitted for Departments under the CEO shall be filed on CEO letterhead and signed by the CEO.

In addition to the CEO, the following County officials may directly place items on the Board Agenda:

- Members of the Board
- Other Elected County Officials
- Department Heads that report directly to the Board: Auditor-Controller, County Counsel, Executive Officer, and Fire Chief.

The Elected Officials and Department Heads listed above shall consult with the CEO prior to filing for the Board Agenda in order to fulfill the requirement that all operational and budgetary issues are coordinated through the CEO. The CEO will establish procedures to facilitate the consultation and coordination with these Departments.

- **Agenda Briefings:** Agenda briefing meetings will be held weekly, or less frequently as necessary, chaired by each Cluster Deputy CEO, to provide an open forum to answer Board Deputies and others’ questions on filed or pending agenda items for the Cluster. All Departments from the Cluster that have a filed or soon to be filed agenda item will have the opportunity to brief and respond to questions on the agenda item. The scope of the briefing will be limited to Agenda items scheduled or anticipated to be filed within the next 30 days.

Goal:

- Streamline the Agenda process.
- Develop more productive Board Agendas focused on Board policy discussion and decision-making.
- Ensure that policy issues presented to the Board are developed to include stakeholder input, analysis of options and well-justified recommendations.
- Encourage more public discussion of significant County policy issues.

- Ensure that Board staff receives information in a timely manner on Board Agenda items.

5. Operations Management

Operations management refers to the ongoing collaborative work and communication between the CEO and Departments. This open communication is expected to be two-way, in which Departments are informed by and inform the CEO about operational issues/concerns.

- When a Board office(s) has a concern with a Department's operations, the Board office(s) should refer the concern to the CEO's office for review. However, if the Board office(s) refers the matter to the Department, the Department Head has the responsibility of notifying the CEO's office. It is the responsibility of the CEO's office to work with the Department to take action and resolve the concern and also to appropriately update the Board office(s) on the matter.
- If a Department has an operational issue, or if the CEO has an operational concern with a Department, the CEO and Department should work together to resolve the issue. The CEO will report critical departmental operational issues to the Board.

Goal:

- Provide a consistent process for addressing operational issues/concerns.
- Hold the CEO accountable for the operational management of CEO appointed Departments.

Figure 6: Response to Constituent Requests

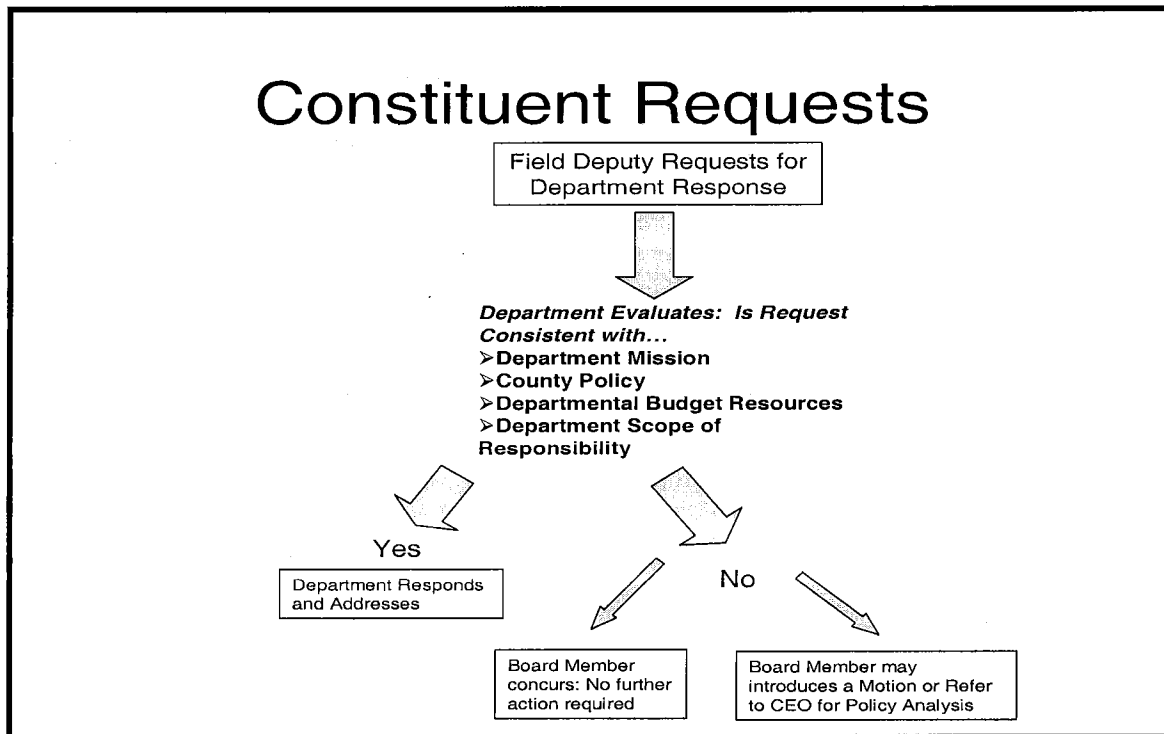
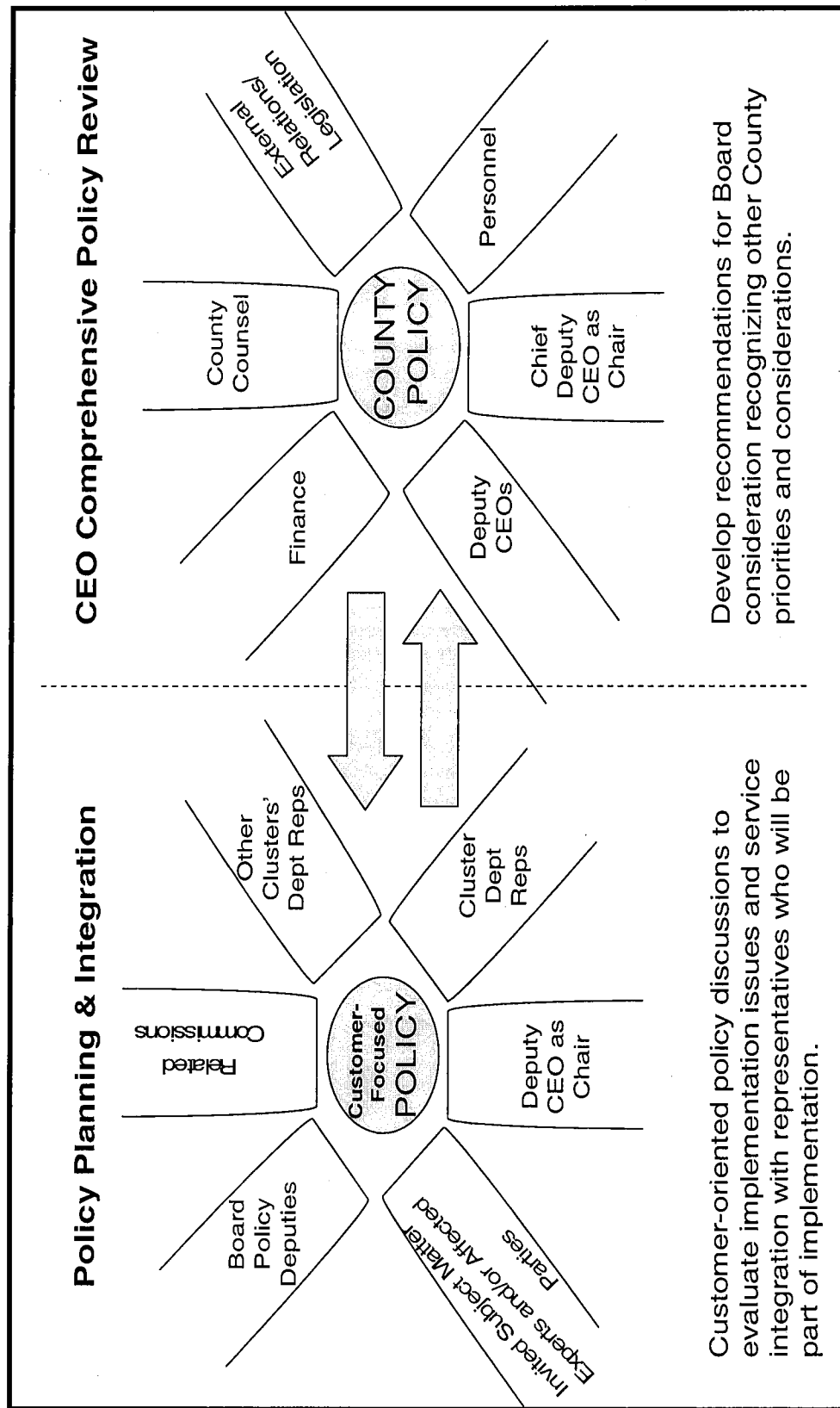


Figure 7: Policy Planning and Development



V. OPERATIONAL ISSUES AND RECOMMENDATIONS

A. Board-Appointed Commissions

Recommendation: Engage Consultant under direction of CEO and Board Deputies to evaluate the Board's Commission structure.

The Executive Office has compiled a list of 201 Commissions and has categorized each by type. Building upon this work, more information about the best way to utilize Commissions can result from a study by a private consultant to identify each Commission's: 1) origin and purpose, 2) current activities, 3) impact on the organization, and 4) potential changes needed to align the Commission structure with the new County structure.

A consultant will begin the study on the Commissions on July 1, 2007. A report will be expected from the consultant within 120 days.

B. Strategic County Functions

Recommendation: Charge the new Deputy CEO of Operations with the responsibility for reviewing options and developing recommendations regarding the consolidation and placement of strategic County functions.

The Deputy CEO of Operations, working under the Guiding Coalition, will have responsibility for evaluating placement of several operational functions, such as Human Resources, Information Technology, Capital Projects, and Leasing and Space Management.

The Deputy CEO for Operations should also continuously evaluate whether Departments should be structured or reconfigured to align similar function/program areas across Departments to improve interdepartmental collaboration and accountability for customer outcomes. For instance, bringing together similar programs in different Departments can provide opportunities to leverage funding and offer more services. For example, the Department of Community and Senior Services is a component of Goal 5 (Children and Families' Well-Being), and the Department of Parks and Recreation is an element of Goal 6 (Community and Municipal Services). Both Departments operate senior centers, yet a mechanism does not currently exist to blend funding or share resources. By sharing resources, both Departments could benefit from cost-savings and achieve better outcomes for seniors.

C. Continuous Improvement

Recommendation: Charge the new Deputy CEO of Operations with the responsibility for working with a cross section of Departments to develop implementation recommendations to address systemic changes to County processes. The implementation recommendations shall also evaluate the legal implications, including any changes to County ordinances or policies that are required for implementation.

Several opportunities for systemic changes to County processes that are currently viewed as less than ideal (i.e., slow, cumbersome, bureaucratic) have been identified. These actions are viewed as more long-term in nature (more than six months to implement). Figure 8 lists the major improvement process that the Deputy CEO for Operations should lead under a continuous improvement initiative.

Figure 8: Proposed Continuous Improvement Actions

RECOMMENDATION	
1)	Provide a mechanism for the CEO to grant "Process Waivers." Process waivers are a method to remove County procedural requirements that may inhibit achieving the most efficient and effective outcomes for customers.
2)	<p>Complete an inventory of major processes.</p> <ul style="list-style-type: none"> ❖ For those that ultimately involve Board approval, identify the most rational place for CEO involvement and provide Departments with instructions. ❖ Clearly identify what are considered to be routine operating practices where no CEO involvement is required – provide instructions to Departments.
3)	<p>Streamline contracting by:</p> <ul style="list-style-type: none"> ❖ Expanding the use of contract option years. ❖ Eliminating full cost studies on Prop A Contract renewals. ❖ Expanding the use of Master Agreements.
4)	<p>Evaluate opportunities to streamline HR processes by:</p> <ul style="list-style-type: none"> ❖ Delegating authority for certain classification reviews to County Departments. ❖ Allowing for classification changes and organizational realignments in the budget process. ❖ Creating a process whereby Departments using the same positions (e.g., Accountants, Contract Monitors, etc.) could administer Countywide exams.
5)	Request greater delegation of authority to the CEO and/or County Departments for routine contract and administrative matters.
6)	Create a formal, permanent process improvement team to provide for continued improvement.
7)	Determine which processes should be decentralized, centralized or both (hybrid) and any organizational related changes needed as a result of that assessment.
Identify and resolve process related resource problems (i.e., ensure we have the right level and number of staff to get the job done).	


ATTACHMENT II

ANALYSIS

This ordinance amends Title 2 – Administration and Title 6 – Salaries, of the Los Angeles County Code by:

- Amending various provisions of Title 2, Chapter 2.08 (Chief Executive Officer);
- Amending Section 6.08.395 (Tier I and Tier II Management Appraisal and Performance Plan – Tier I and Tier II departmental special rates);
- Adding and establishing the salaries for three (3) unclassified positions;
- Amending Section 6.50.020 (Chief Executive Officer – Additional information); and
- Adding and/or deleting and changing certain classifications and numbers of ordinance positions in the Department of the Chief Executive Officer.

RAYMOND G. FORTNER, JR.
County Counsel

By: 
HALVOR S. MELOM
Principal Deputy County Counsel
Labor & Employment Division

HSM:asv

Requested: 4/24/07
Revised: 5/03/07

ORDINANCE NO. _____

An ordinance amending Title 2 – Administration and Title 6 - Salaries, of the Los Angeles County Code relating to the organizational restructuring in the Department of the Chief Executive Officer. The Board of Supervisors of the County of Los Angeles ordains as follows:

SECTION 1. Section 2.08.010 is hereby amended to read as follows:

2.08.010 Department and position created -- Names.

There is created a department of the county of Los Angeles, which shall be known and designated as the "department of the chief administrative executive officer." (hereinafter referred in this chapter as "department"). Whenever the term "chief administrative officer" is used in this code, it shall be deemed to mean "chief executive officer."

SECTION 2. Section 2.08.020 is hereby deleted as follows:

~~2.08.020 Continuation of department and position names.~~

~~There is continued a department of the county of Los Angeles known as the "department of chief administrative officer" (hereafter referred to in this chapter as "department"). The position of chief administrative officer is hereby continued.~~

...

SECTION 3. Section 6.08.395 is hereby amended to read as follows:

6.08.395 Tier I and Tier II departmental special rates.

...

H. Department of the Chief Executive Officer. Notwithstanding any other provision of this Code, persons employed as Chief Executive Officer (UC) (Item No. 0868), Chief Deputy, Chief Executive Officer (UC) (Item No. 0869), or Deputy, Chief Executive Officer (UC) (Item No. 0866) shall be deemed to be Participants in Tier I of the Plan subject to the same Plan terms and conditions otherwise applicable to Tier I Participants; provided, however, that, in lieu of a designated "R" salary range, such employees shall be compensated pursuant to a salary range for which the minimum is not less than the minimum rate for salary range R 21 and the maximum is not more than a rate that is 10 percent greater than the maximum rate for salary range R 25. The Board of Supervisors shall be the Appointing Authority for the Chief Executive Officer (UC), and the Chief Executive Officer (UC) shall be the Appointing Authority for the Chief Deputy, Chief Executive Officer (UC) and Deputy, Chief Executive Officer (UC) positions.

SECTION 4. Section 6.28.050 is hereby amended to add the following classes:

ITEM NO.	TITLE	EFFECTIVE DATE	SALARY OR SALARY SCHEDULE AND LEVEL
<u>0869</u>	<u>CHF DEP,CHIEF EXECUTIVE OFFICER(UC)</u>	*	<u>N23</u>
		<u>07/01/2007</u>	<u>N23</u>
		<u>01/01/2008</u>	<u>N23</u>
		<u>01/01/2009</u>	<u>N23</u>
<u>0868</u>	<u>CHIEF EXECUTIVE OFFICER(UC)</u>	*	<u>N23</u>
		<u>07/01/2007</u>	<u>N23</u>
		<u>01/01/2008</u>	<u>N23</u>
		<u>01/01/2009</u>	<u>N23</u>
<u>0866</u>	<u>DEPUTY,CHIEF EXECUTIVE OFFICER(UC)</u>	*	<u>N23</u>
		<u>07/01/2007</u>	<u>N23</u>
		<u>01/01/2008</u>	<u>N23</u>
		<u>01/01/2009</u>	<u>N23</u>

SECTION 5. Division 3, Chapter 6.50 (Department of the Chief Administrative Officer) is hereby amended to read as follows:

Chapters:

...

6.50 Department of the Chief Administrative Executive Officer

...

SECTION 6. Section 6.50.010 (Department of the Chief Executive Officer)

is hereby amended to delete the following classes and number of ordinance positions:

ITEM NO.	NO. OF ORDINANCE POSITIONS	TITLE
0867L	1	CHIEF ADMINISTRATIVE OFFICER
0864A	4	CHF DEPY ADMINISTRATIVE OFFICER(UC)

SECTION 7. Section 6.50.010 (Department of the Chief Executive Officer) is

hereby amended to add the following classes and number of ordinance positions:

ITEM NO.	NO. OF ORDINANCE POSITIONS	TITLE
<u>0869L</u>	<u>1</u>	<u>CHF DEP,CHIEF EXECUTIVE OFFICER(UC)</u>
<u>0868L</u>	<u>1</u>	<u>CHIEF EXECUTIVE OFFICER(UC)</u>
<u>0866L</u>	<u>5</u>	<u>DEPUTY,CHIEF EXECUTIVE OFFICER(UC)</u>

SECTION 8. Section 6.50.010 (Department of the Chief Executive Officer) is

hereby amended to change the number of ordinance positions for the following classes:

ITEM NO.	NO. OF ORDINANCE POSITIONS	TITLE
0861A	8 <u>5</u>	ASST ADMINISTRATIVE OFFICER(UC)
2124A	4 <u>6</u>	EXECUTIVE SECRETARY V
0854A	42 <u>11</u>	SPECIAL SERVICES ASSISTANT V

SECTION 9. Section 6.50.020 is hereby amended to read as follows:

6.50.020 Additional information.

A. A person employed in the department of the Chief Administrative Executive Officer who possesses an appropriate Master's Degree and is designated to participate in the Management Trainee Program, may be compensated at a rate of up to 11 schedules higher than that established for his/her position in Section 6.28.050 of this code. Such compensation shall constitute a base rate.

B. In addition to all other compensation provided by this code, any person employed on a full-time permanent basis to provide secretarial assistance to the Chief Executive Officer, Chief Deputy Executive Officer, or a Deputy Chief Executive Officer may, with the approval of the Chief Executive Officer, receive compensation at a rate up to six schedules higher than the compensation otherwise established in Section 6.28.050 of this code for the position said person holds.

SECTION 10. Pursuant to Government Code Section 25123(f), this ordinance shall take effect immediately upon final passage.

*The Executive Office/Clerk of the Board of Supervisors shall insert the effective date for the salary or salary schedule and level in the space provided for the classifications added to Section 6.28.050 of the County Code.


[208010VHCAO]

ATTACHMENT III

ANALYSIS

This ordinance amends Title 2 - Administration of the Los Angeles County Code to add Chapter 2.01 - Interim Governance Structure which delegates to the chief administrative officer additional responsibilities for the administration of the county, including the oversight, evaluation and recommendation for appointment and removal of specified department heads and county officers, and which enacts a non-intrusion clause applicable to individual board members and their deputies. This ordinance anticipates a charter amendment to permanently enact a similar measure, and will sunset upon the certification of the results of the election on such measure that is substantially similar to that set forth in this ordinance.

RAYMOND G. FORTNER, JR.
County Counsel

By 
LEELA A. KAPUR
Chief Deputy County Counsel

SJC:dd

ORDINANCE NO. ____

An ordinance amending Title 2 – Administration of the Los Angeles County Code, to add Chapter 2.01 - Interim Governance Structure, to amend the administrative governance structure of the County as an interim measure pending the consideration of an amendment to the Los Angeles County Charter making a similar governance structure permanent.

The Board of Supervisors of the County of Los Angeles ordains as follows:

SECTION 1. Chapter 2.01 is hereby added to Title 2 – Administration of the Los Angeles County Code to read as follows:

Chapter 2.01

Interim Governance Structure

SECTIONS:

- 2.01.010 Statement of intent and definition.
- 2.01.020 Oversight of department heads.
- 2.01.030 Appointment of department heads.
- 2.01.040 Evaluation and removal of department heads.
- 2.01.050 Non-intrusion.
- 2.01.060 Limitation upon authority.
- 2.01.070 Sunset date.
- 2.01.010 Statement of Intent and definition.**

A. It is the intent of the board of supervisors in enacting this chapter to establish a new, interim, system of administrative governance for the county in which the board of

supervisors delegates the responsibility for general administration, including responsibilities for the oversight, evaluation, and recommendation for appointment and removal of specified department heads and officers of the county, to the chief administrative officer. It is also the intent of the board of supervisors to submit to the voters for approval at an election in 2008 amendments to the charter which, if approved, will make permanent a governance structure similar to that described in this chapter. Upon approval of such a charter amendment, this code will be extensively amended to permanently reflect the new structure. Until such time as this interim ordinance sunsets, is extended or otherwise amended, it is the intent of the board of supervisors that the provisions of this chapter prevail over any inconsistent provisions of this code.

B. As used in this chapter, the term "department head" means those persons identified in section 2.02.190, except those persons identified in paragraphs G., H., and I. of said section.

C. Nothing in this chapter is intended to change the reporting relationship of the Department of Museum of Art or the Department of Natural History Museum or of any county commission. Each county commission shall continue to report to the board of supervisors and/or any county officer or employee specified in the resolution or ordinance adopted or other action taken by the board of supervisors relating to said commission.

2.01.020 - Oversight of department heads.

Pursuant to article I, section 2 of the charter, the board of supervisors designates

the chief administrative officer as its agent and officer, and delegates to him or her the responsibility for the administrative oversight of all non-elected county departments heads, with the exception of the chief administrative officer, the county counsel, the auditor-controller, the executive officer of the board of supervisors, and the fire chief. In furtherance of the administrative oversight responsibilities, any section of this code which requires a non-elected department head other than the chief administrative officer, the county counsel, the auditor-controller, the executive officer of the board of supervisors, or the fire chief to report to or be directed by the board of supervisors, is superceded by this chapter. Hereafter, said non-elected department heads other than the county counsel, the auditor-controller, the executive officer of the board of supervisors, and the fire chief shall report to and take direction from the chief administrative officer. All other duties of department heads as provided in this code, when not in conflict with this section, remain the same.

2.01.030 - Appointment of department heads.

A. Pursuant to article I, section 2 of the charter, the board of supervisors designates the chief administrative officer as its agent and officer, and delegates to him or her administrative authority to recruit candidates for all non-elected department head positions, with the exception of the chief administrative officer, the county counsel, the auditor-controller, the executive officer of the board of supervisors, and the fire chief. After the recruitment process is complete, the chief administrative officer will propose one candidate to the board of supervisors for approval. If the board of supervisors rejects the recommendation, or fails to approve the recommendation within 30 days of

submission, the chief administrative officer will propose another candidate in the same manner, unless otherwise directed by the board of supervisors.

B. All reporting requirements of the director of human resources with regard to the appointment of department heads other than the chief administrative officer, the county counsel, the auditor-controller, the executive officer of the board of supervisors, and the fire chief are superceded by this section. For the chief administrative officer, the county counsel, the auditor-controller, the executive officer of the board of supervisors, and the fire chief, the director of human resources shall continue to report to and take direction directly from the board of supervisors.

2.01.040 - Evaluation and removal of department heads.

Pursuant to article I, section 2 of the charter, the board of supervisors designates the chief administrative officer as its agent and officer, and delegates to him or her administrative authority to evaluate and recommend removal, with or without cause, of all non-elected department heads, with the exception of the chief administrative officer, the county counsel, the auditor-controller, the executive officer of the board of supervisors, and the fire chief. In the event that the chief administrative officer determines that any such department head should be removed, he or she will recommend such action to the board of supervisors, and the board of supervisors shall act on the recommendation within 30 days. For the positions of chief administrative officer, county counsel, auditor-controller, executive officer of the board of supervisors, and fire chief, the power to evaluate and remove said officers remains with the board of supervisors.

2.01.050 - Non-intrusion.

Except as otherwise provided in this chapter, the board of supervisors, as governing board of the county, retains full authority to take any and all official action for the governance of the county. However, no individual member of the board of supervisors, nor any deputy or assistant to any member of the board of supervisors, shall give orders to or instruct any county officer or employee, but may seek information and/or seek assistance from county officers and employees.

2.01.060 - Limitation upon authority.

No provision of this chapter is intended to vest in the chief administrative officer any duty, or grant to him or her any authority, which pursuant to law is required to be performed by the board of supervisors.

2.01.070 - Sunset date.

The provisions of this chapter shall expire upon the certification of the results of the election at which a charter amendment that will make permanent a governance structure substantially similar to that set forth in this ordinance is presented to the voters.